

Inclusion and Diversity

At OZ Minerals, we are committed to developing a self-sustaining, inclusive culture where all people can bring their whole selves to work. We believe an inclusive culture that embraces demographic diversity and diversity of thought drives greater engagement, collaboration, and innovation, enabling superior business outcomes.

We recognise that Inclusion and Diversity is a complex area, and as such requires multiple solutions. We use the most recent research to inform our approach, and embed the principles of Inclusion and Diversity into elements of *The OZWay* (our company foundations) – our Strategy, Policies, Process and Performance Standards, and Culture. We believe an inclusive culture that embraces diversity is integral to the successful delivery of our Strategy and being a modern mining company. Inclusion and Diversity is driven at OZ Minerals by:

1. Embedding our company-wide How We Work Together (HWWT) into everything we do. The HWWT behaviours have a strong focus on building an inclusive culture and embracing people with different backgrounds and perspectives.
2. Developing inclusive leaders at all levels of the business through structured leadership programs focused on increasing awareness and understanding of underrepresented groups, building capability to lead diverse teams, and demonstrating inclusive behaviours.
3. Encouraging flexible work practices to support our people's professional and personal circumstances.
4. Ensuring that our recruitment, development, reward, and promotion processes are inclusive and fair (including regularly reviewing our recruitment and talent processes, ensuring equal pay for equal work, and encouraging participation and improving access for underrepresented groups).
5. Regularly reviewing our policies and process standards to ensure they reflect our commitment to diversity and inclusion.
6. Using data to inform, measure, and track our progress.
7. Partnering with external companies who can support us to address systemic issues of under-representation.
8. No tolerance for discrimination, harassment, vilification and victimisation.

Clarifying terms

Inclusion at OZ Minerals means that all people feel they are treated with fairness and respect and have a sense of value and belonging. This means feeling safe, empowered and confident to contribute and express their ideas. Diversity of thought refers to an individual's perspective, the way they problem solve, their experiences, education, values, strengths, and personality. Demographic diversity refers to different traits or aspects of a person such as race, age, culture, religion, disability, gender, sexual orientation, physical and mental health, and caring responsibilities.

Measurable objectives

We use data to measure and track our inclusion maturity, demographic diversity and diversity of thought. We use caution when setting targets as we believe that people have multiple, intersecting identities and are too complex to be defined by one demographic trait. Instead we take a holistic approach that considers multiple data points. Further, we believe that sustainable change can only be achieved by implementing initiatives that address systemic issues of under-representation.

In line with ASX requirements, we publish measurable objectives for gender diversity in our Corporate Governance Statement. The People and Remuneration Committee and the Board set measurable objectives and annually review the objectives for Inclusion and Diversity, and OZ Minerals' approach in achieving them. The Executive Committee is accountable for the implementation of Inclusion and Diversity. This document is reviewed periodically to ensure that it is operating effectively.